

# **Implementing Total Quality Leadership**

## ***Lesson Twelve***

### **The Implementation Plan**

# Objectives

- λ **Describe reasons organizations develop implementation plans.**
- λ **Describe the relationship of implementation plans to the more comprehensive strategic plan.**
- λ **Describe the roles of various organizational members in creating an implementation plan.**
- λ **Demonstrate the ability to assist the ESC in developing an implementation plan.**

***This blueprint is important for  
what it encourages and also  
for what it discourages***

**Scholtes and Hacquebord**

# The TQL Implementation Plan

- λ **Plan your work and work your plan**
- λ **Basic objective of the TQL implementation plan is to establish the practice of command-wide process management.**
- λ **The TQL Coordinator *assists* the ESC in developing the plan.**

## **Plan Should Include:**

- λ Forming and chairing the ESC.**
- λ Selecting and training the TQL coordinator.**
- λ Establishing and continuing education in TQL.**
- λ Developing a training plan to establish the critical mass.**
- λ Identifying and prioritizing major customers and their requirements.**

## **Plan Should Include (cont.)**

- λ Identifying and prioritizing significant processes and process owners**
- λ Chartering and training Quality Improvement teams**
- λ Identifying and removing impediments to process improvement**
- λ Planning for the reinvestment of resources**

# Benefits

- λ **Helps allocate resources appropriately, reduce waste and avoid “False Starts”**
- λ **Demonstrates and deepens leadership commitment if well executed**
- λ **Two-year time frame helps overcome short-term focus**
- λ **Allows for measurement of progress**
- λ **Functions as a guide and anchor for ESC activity**

# The Plan Helps the Organization

- λ **Become *adaptive*.**
- λ **Begin the process of *organizational learning*.**
- λ **Gain an *external focus*.**
- λ **Understand, *at a greater level of detail*, how the work of the organization gets done.**
- λ ***Reshape* leadership's thinking.**
- λ **Support Deming's point #14 - *Take Action!***



# Summary

- λ **The Implementation plan is used to provide focus to the organization's start-up activities.**
- λ **The Implementation plan is developed by the ESC with the advice and assistance of the Command TQL Coordinator.**
- λ **The Implementing plan is an important tool for developing the critical mass and for building commitment.**

**(cont.)**

## Summary (cont.)

- λ **The implementation plan serves to focus the organization's quality efforts.**
- λ **Important information is gathered during the execution of the implementation plan that is used in the development of more long term, breakthrough plans.**